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**IMPROVING PUBLIC ACCESS AND SERVICE THROUGH THE  
USE OF TECHNOLOGY**

**Institute for Court Management  
Court Executive Development Program  
Phase III Project  
May 5, 1999**

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## **INTRODUCTION**

The courts of today are considered a service industry in the business of providing justice and ensuring good customer service. In order to provide these services in the most effective and efficient way, it helps to establish benchmarks that will allow courts to make needed changes or adjustments to the way business is conducted.

The courts traditionally have had to deal with the continuing problem of serving the public in regard to its many needs. There are such a wide variety of services that courts provide that too often it is difficult to train employees who are experts in all of the possible scenarios that could be presented to them by a member of the public. In addition, the number of court users continues to be on the rise and public funding continues to get cut. Court managers must try to balance the difficult task of providing the most effective and efficient service while dealing with the inability to increase staff as well as the difficult task of maintaining well trained court staff.

Access to justice as defined in the Trial Court Performance Standards (TCPS) and as described in the materials distributed by the National Center for State Courts is one of the most important performance goals that should be met. A court must be open and accessible and the

responsiveness of court personnel must be measured in order to ensure that the best possible service is provided.

The Scottsdale City Court has recognized the need for fast, efficient service to the public and has made it a high priority. The court is faced with the difficult task of trying to effectively measure the performance of the court staff as it relates to customer service. A manual system has been in place for several years that was used to measure the number of customers served each day. Staff would make hash marks on a manual log<sup>1</sup> in order to record the number of customers served each day. This system was ineffective, as clerks would often forget to mark their logs and it often did not provide the information needed to define whether the customer was receiving the best possible service. It was nearly impossible to prepare accurate statistical reports in the area of customer service.

A few months back, a visit was made to the local Motor Vehicle Department (MVD) where they were using a customer tracking system that appeared to effectively manage the waiting of large numbers of customers in a waiting area. An inquiry was made at the MVD as to the name of the provider of this system and subsequently contact was made with them. It was discovered this system not only managed lobby traffic but also provided que logical processing and statistical reports. This process allows for the systematic process of calling customers based on the length of wait together with the type of service requested. It also

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<sup>1</sup> See log, Appendix A

appeared to provide the type of statistics and customer management that the court was looking for to help monitor the service statistics. The court currently provides services to approximately 13,000 citizens each month and this number continues to grow at a rapid, steady pace.

The court's managers and leaders have recognized the importance of access to its services and the need to measure the court's performance in this area. A manual process of recording the number of customers served each day has been inadequate due to clerks' failure to record the data. In addition this type of process did not provide statistics regarding the length of wait or the type of services most often provided.

This report describes the court's efforts of establishing benchmarks of performance based on measures prescribed in the Trial Court Performance Standards. It also describes the court's installation of technology that allows for a more systematic approach to customer service that will enhance the court's ability to provide fast, efficient service to all of its citizens.

## **EVALUATION OF COURTHOUSE ACCESS AND EASE OF USE**

The ability for an internal or external customer to access and use a court facility is the first step in providing excellent customer service according the Trial Court Performance Standards. This chapter deals with an internal audit of this writer's evaluation and opinion of the overall access and ease of use of the court facility.

The Scottsdale Justice Center was completed in October of 1994. The City Court, the Justice Court, and a division of the Police Department occupy the Justice Center. The common use of this building by these agencies often creates additional confusion for the court user. Many customers do not understand or know whether they are to appear for a Justice Court or a City Court case.

During the design phase of the building, careful attention was given regarding the access to the court building. Wheelchair ramps were installed as well as doorways and bathrooms that meet ADA requirements. In addition, great consideration and effort was made designing the security for the building in order to protect its users.

The installation of signs was also an important factor in the interior design of the building. Signs were designed and mounted in an attempt to direct court users to their destinations in the most efficient manner. Directives to the courtrooms were specific as well as identification of other service departments. Courtrooms are clearly marked and also have a

display above each courtroom door reflecting the names of all parties scheduled to appear. There were however, no signs directing the public to the location of the restrooms. An electronic calendar display is mounted on the ceiling near the main entrance that shows the name and courtroom location for all parties scheduled for a court hearing on a particular day, however, individuals who were cited and scheduled for a civil traffic arraignment are not included on that display.

Currently, a numbering machine or dispenser allows a customer to pull a number for service. This dispenser is poorly located near the exit of the main lobby with a sign posted above the dispenser indicating the need to take a number for service.



## **USING TRIAL COURT PERFORMANCE STANDARDS AS A BENCHMARK FOR SERVICES NEEDED**

Certain measures and tools have been developed through the Trial Court Performance Standards (TCPS) that directly deal with the improvement of customer service in the court.

The development of these performance standards was done in order to assist courts in recognizing areas that may need improvement. The TCPS is an excellent tool that can be used by courts around the country to measure how successful they are at dispensing justice and providing customer service.

The first measure used for purposes of this project was Measure 1.4.1. The courtesy and responsiveness of court personnel was measured through a survey of regular court users. A Customer Satisfaction Survey<sup>2</sup> form was created in order to capture the opinions and statements related specifically to the satisfaction of service received. The collection of this data allowed for the establishment of benchmarks relating to what level of service is acceptable by the court. The performance objective of receiving 75% of all surveys that indicate a rating of met or exceeded expectations was the established benchmark for this measure. In addition, an objective of serving 85% of all customers within 15 minutes was established based on this data.

In addition to this survey which was voluntary, a Lobby Survey<sup>3</sup> form was created that was used to collect data and responses during personal interviews that were conducted within the main waiting area of the court building. This survey was conducted in order to establish a benchmark for Measure 1.2.6 regarding accessibility and convenience by court users. These individuals were polled as they exited the facility by court staff. This was done in order to solicit court users general feelings and opinions about the specific issue of access and ease of use.

The first measure applied was Measure 1.4.1, Court users assessment of court personnel's courtesy and responsiveness.

## **OVERVIEW OF STANDARD 1.4**

Judges and other trial court personnel are courteous and responsive to the public and accord respect to all with whom they come into contact. The intent of this standard is to make the justice system more accommodating and less intimidating. Court employees should be knowledgeable in their jobs and courteous when providing service to the public.

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<sup>2</sup> See Survey, Appendix B

<sup>3</sup> See Survey, Appendix C

### **MEASURE 1.4.1**

#### **COURTESY, RESPONSIVENESS AND RESPECT**

The intent of this specific measure is to ensure that all court users receive courteous and responsive treatment when conducting business within the court. The measure asks regular court users, both external and internal, about their treatment by court personnel in general. A responsive court ensures that all court employees are available to meet the needs of their customers while providing service that is polite and courteous.

#### **METHOD**

This measure was taken over a period of approximately four months. A customer survey form was created and placed in many locations throughout the court in order to gather data from customers who received services by the court. The locations and services provided included the public service counters, four courtrooms, and the office of court administration. Seventy-one surveys were completed and returned and used for the purpose of this project. In addition to the receipt of these surveys from customers, several surveys were randomly submitted to individuals who had cases in this court within the past six months including jurors, and attorneys.

## **ANALYSIS**

Customer surveys were gathered and the responses were tallied from each service area according to the rating given in each category and then charted in an Excel spreadsheet and graphed<sup>4</sup> in order to clearly identify the areas that this court performed well in and those areas that required improvement. The service rating included the following:

**Very Satisfied**

**Somewhat Satisfied**

**Somewhat Dissatisfied**

**Very Dissatisfied**

In creating the service ratings, it was decided to use a model that reflected the users overall feeling regarding their satisfaction level as to the service they received, not necessarily whether they felt that they received justice in their particular case. Based on eighteen years of experience within the court, the public often has had a low satisfaction rate of service that is provided by the court. The survey was designed to determine and provide a way to set benchmarks regarding the satisfaction level of service provided.

The second measure applied was Measure 1.2.6, Evaluation of accessibility and convenience by court users.

## **OVERVIEW OF STANDARD 1.2**

Court facilities are safe, accessible and convenient to use. This standard considers three distinct aspects of court performance: security, access to the courthouse and facilities and reasonable accommodation. It urges courts to consider the court's location, design, and location of signs and availability for access.

### **MEASURE 1.2.5**

#### **ACCESSIBILITY AND CONVENIENCE**

This specific measure is used to determine the ease of the customer's ability to conduct business within the court. The benchmark would be set by using data received from the use of a survey of regular court users. Regular court users might consist of defendants, attorneys, jurors, and prosecutors. Three major areas were covered in this survey, they include; convenience and access to the building itself; the information and placement of signs and other informational assistance to help in finding the right location or service within the building; and the overall ease of use of the court facilities.

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<sup>4</sup> See graphs, Appendix D

## **METHOD**

The Lobby Survey instrument was used in order to gather and capture data relating to the opinions of all court users as to the access and ease of use of the court facility. This was administered during a three-week period. Staff members were positioned at the exits of the court where they were able to stop court users to ask them questions regarding the ease of use of the court facility and their ability to conduct business. A total of 103 interviews were conducted over the three-week period and the survey took approximately 5 minutes for each customer that was polled. The majority of the responses gathered came from defendants and one-half of those were by individuals that appeared at court for the first time.

## **ANALYSIS**

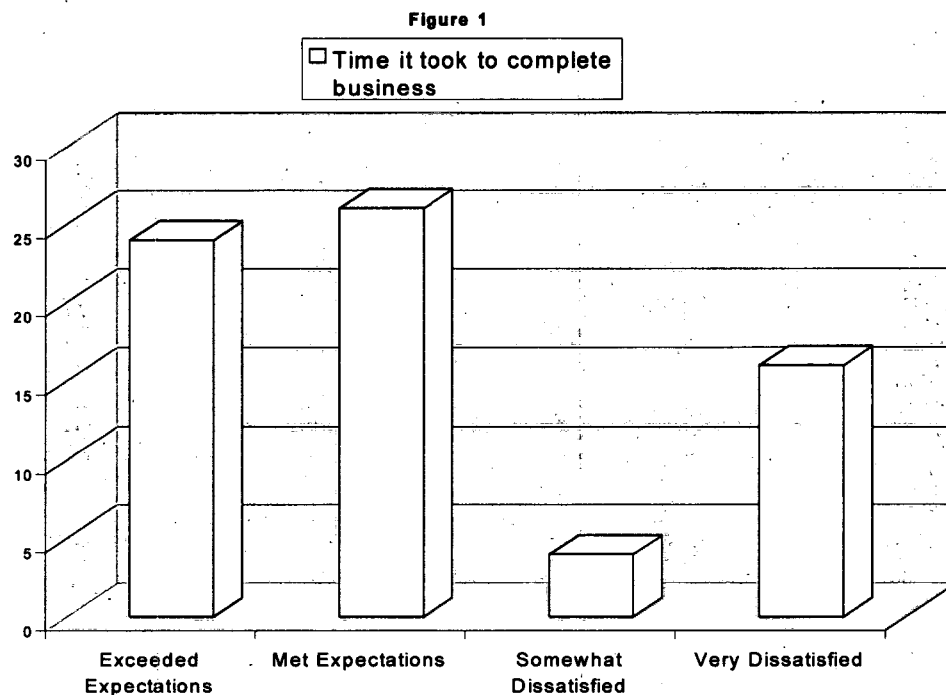
The measurement tool used was designed to collect data relating to the specific responses of court users. This information was subsequently entered into a software application and then graphed to more clearly identify the areas in need of improvement.

## FINDINGS

### 1. Customer Service Survey Results.

The results of the Customer Service Survey that was placed throughout the court building showed that court services needed some improvement in specific areas. The specific results are noted below and are illustrated in a report format<sup>5</sup> and subsequently graphed.

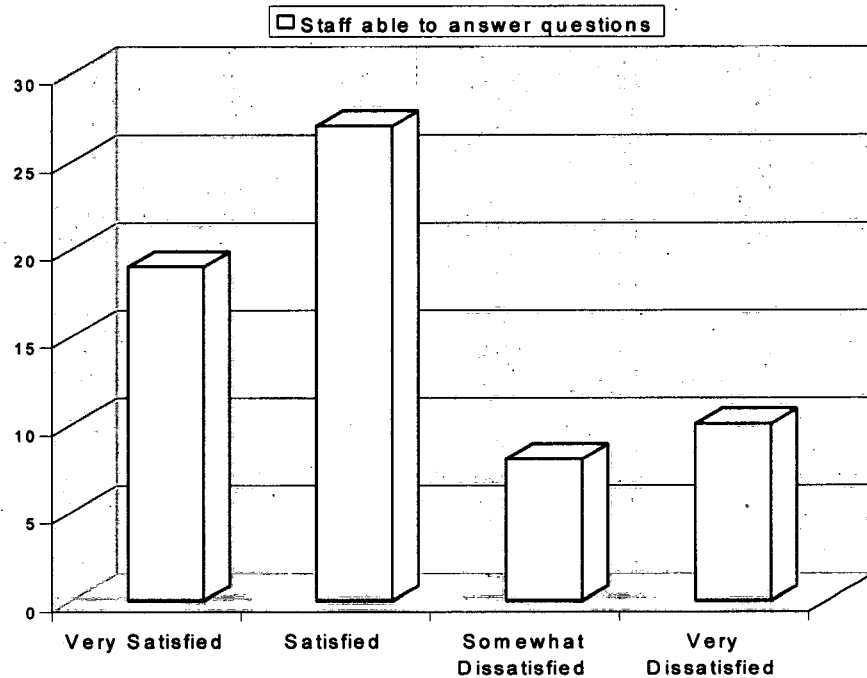
**Time it took to complete business** was rated lowest of any other area polled. **Figure 1** The data regarding the average wait time has never been gathered before as there was no tool or instrument available.



<sup>5</sup> See report, Appendix E

**Staff's ability to answer questions** rated very high as the majority of the customers were very satisfied to satisfied with the staff's ability to answer questions as well as the overall quality of service. **Figure 2** shows that the majority of individuals were satisfied as to the staff's knowledge and ability to answer their questions.

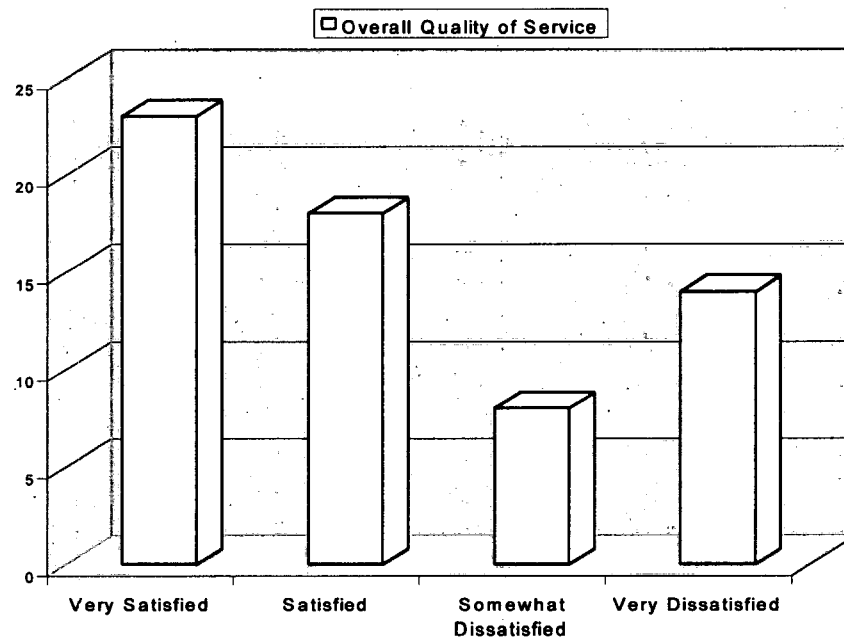
**Figure 2**





**Overall quality of service** received mixed results. It appeared that the time to complete service might have effected the overall quality of service. The majority of the responses did indicated a very satisfied to satisfied rating. **Figure 3**

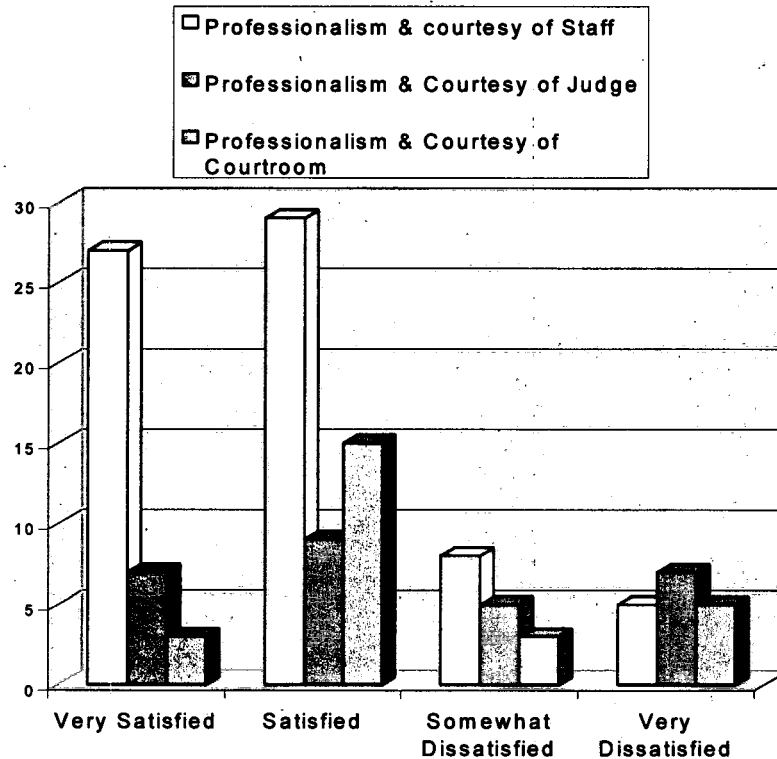
**Figure 3**



### **Professionalism of counter staff, courtroom staff and Judges**

was also measured. The results show that court users were generally satisfied with the professionalism of the counter staff. The courtroom staff and judges scored lower. In reviewing the surveys, it was noted that those that scored the judges and courtroom staff as unsatisfactory, made comments as to the unfairness of the court's ruling. This may explain the low rating in these areas.

**Figure 4**



The Demographic Report<sup>6</sup> shows the type of service requested along with specific comments made by customers. The five areas addressed were Court Administration, Cashier Window, Front Counter, Photo Radar and the Courtrooms. Court administration and the courtrooms did not receive as many surveys back as the public service areas. The number of public contacts made in these two areas are significantly lower than the others which will then create more data for those particular service areas. Many of the comments and dissatisfaction results appeared to have focused on the area of Photo Radar. The Photo Radar program is approximately 2 years old. The response and support of the program has grown over the past few months but it is still considered a controversial program and it seems to have the highest number of customer complaints. All but two of the comments made regarding photo radar were related directly to the program itself or a ruling that the judge may have made. The other area that received a significant number of comments was the front counter or public service window. The negative comments were in relation to the amount of time taken to receive service and the unprofessional or rude behavior of an employee. There were also positive comments made regarding several employees as to their willingness to assist and their friendly demeanor.

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<sup>6</sup> See Demographic Report, Appendix F

## 2. Lobby Survey Results

A customer survey measurement tool was created in order to document the perceptions of the public regarding access and ease of use of the court. The data was collected and graphed. **Figures 4-6** The results are as follows:

### Ease of Use:

- \* Customers were able to get the information they needed with little difficulty.
- The results of the survey showed that customers had difficulty in determining whether they needed to take a number in order to receive service.

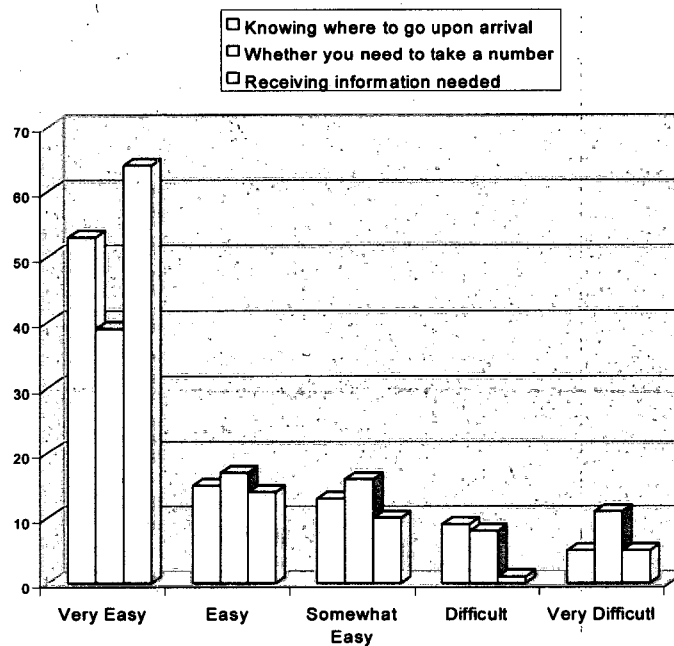
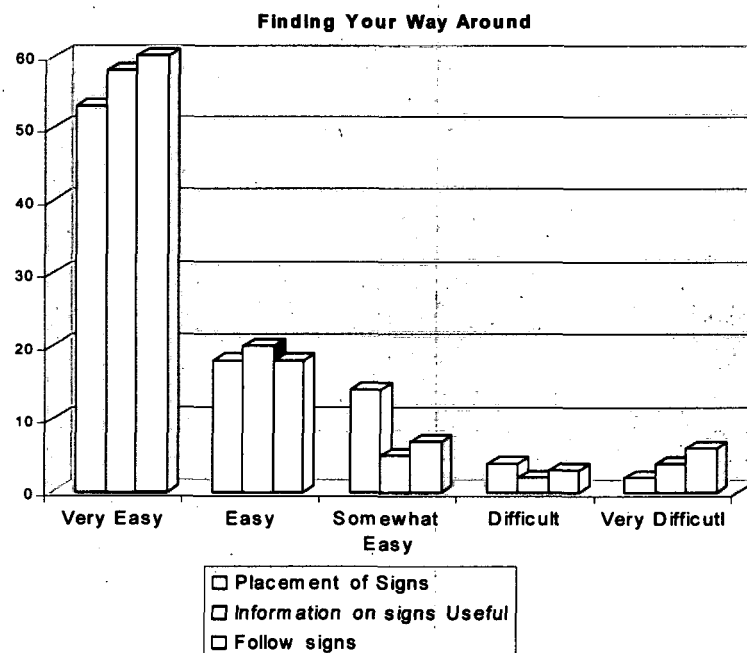


Figure 4

### Finding Your Way Around

\* The area that needed the most improvement according to the results of the survey was the placement of signs and the inability for the user to follow the directions. Many of the comments made by the court user related to their inability to understand how to use the court. Was it necessary to take a number for service? Can you report directly to the courtroom if you have a scheduled hearing? Is this Justice Court or City Court? These were just a few of the questions that could be answered with better information to be provided at the entrance to the court.

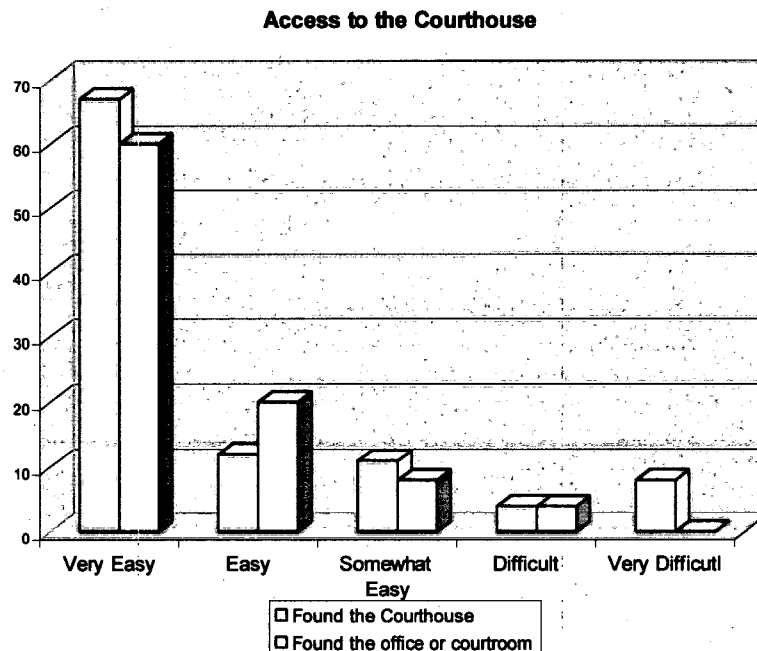


**Figure 5**

### Access to the Courthouse

- There appeared to become little difficulty in users finding the court facility and or courtroom. Comments from court users and the results of the survey showed that the location of the building was adequate and the design of the facility as to the location of the courtrooms was also satisfactory. Many users indicated that the court had excellent security and frequently commented on their satisfaction with the level of security provided at the court.

Figure 6



While the staff conducted interviews in the lobby, they made several observations and wrote down comments they heard by court users during the course of their interviews.<sup>7</sup> The staff members chosen to conduct these interviews were new hires, who had no previous exposure to the court environment, therefore their observations would be similar to those of external users. These comments and observations again seemed to substantiate the need for more information to the customer prior to receiving service.

This writer would have liked an opportunity to poll more customers than are currently provided, however, time constraints did not allow for this. It is believed that with additional surveys, the numbers would illustrate a larger problem than what is demonstrated on the graphs and charts presented in this project. A couple of areas that appeared to need the most improvement were in the area of Ease of Use. Customers had difficulty in knowing whether they needed to take a number for service and where to go upon their arrival at the Courthouse. Together with the results of the survey along with the statements by court users and observations by the interviewers, it appeared as though there were in fact issues regarding the ability of the user to easily receive service.

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<sup>7</sup> See comments, Appendix G

## **IMPLICATIONS OF FINDINGS**

Based on the results and findings of the customer service survey and the lobby interviews, it was determined that improvements were needed in the area of ease of use. This was determined because customers frequently complained about the amount of time that it took to complete their business. In order to resolve or improve this area, it was determined that the installation of an electronic lobby management system would improve the lobby traffic and provide quicker service. This would result in more effective use of court staff as well as ensuring that customers were assisted in the most efficient manner.

The decision was made to purchase a lobby management system (Q-Win) developed by the Q-Matic Corporation<sup>8</sup>. The system was purchased through a sole source agreement due to the fact there were no other vendors that were able to provide a similar system. Attempts to locate similar products were made via the Internet and through various office and business supply catalogs. However, no other systems provided the que logic programming or reporting abilities that the Q-Win system provided. The system is designed to dispense a ticket from a ticket printer, it then places the customers in a que which allows them to receive a specific type of service. The services are defined by the court and can be broken down into as many or as few of categories as desired. Customers

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<sup>8</sup> See Appendix H



can then be served in a fair and organized manner, as priorities are determined and set up for each public service window. The highest priority of service required, for example, is an order of protection or injunction against harassment and it would take priority over all other transactions. Each staff member can also be designated as to the type of service that they are able to provide. For example, new employees can be designated to handle the easier transactions where more experienced personnel can deal with more difficult matters. Setting the workstation to only accept certain transactions through the use of category designations accomplishes this.

Each public service window is connected to a local network that allows the staff to call the next customer waiting to be assisted, by pressing an icon on their screen. The customer's number is displayed over the customer service window as well as a main display, which is mounted in the center of the waiting area so that it is visible to all customers. A computerized voice will also call out the number and direct them to the staff member who will wait on them. The system also provides the means for a workstation to be equipped with a program that reveals certain information<sup>9</sup> about the status of the waiting area. For example, the number of customers waiting to be served and their waiting time. It can also be used to transfer customers to other stations or refer them to

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<sup>9</sup> See Appendix I

another window to receive a different type of service. In addition it can transmit or receive messages from a supervisor or other workstations.

One of the best features provided by the Q-Matic system is its reporting capabilities. All activities of every individual customer, from the time he/she takes a ticket, to when they were called to a service window, to the time they terminated their transaction is recorded and stored on a hard drive. This data can be retrieved and evaluated when needed and produced as screen graphs or printed reports<sup>10</sup>. The level of service provided by each staff member then could be evaluated to ensure that they are handling customers in the most efficient manner. This continuous use of this statistical information is an excellent way of measuring and improving customer service.

The second improvement that was to be implemented, based on the results of the surveys, was to install an information booth in the main lobby. This determination was made based on two things. First of all, the results of the two surveys showed the court users were confused regarding the manner in which they were to obtain service. For example, whether they needed to report directly to a courtroom or whether they needed to take a number for service. Secondly, it was determined that to make the best possible use of the Q-Win lobby management system, it was necessary to have a staff member inquire about the needs of the customer. This inquiry could be made at the information booth when the customer

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<sup>10</sup> See Report, Appendix J

enters the building, as it is centrally located at the entry of the facility. Once the determination was made as to the type of service required, the proper ticket could be dispensed allowing the customer to be served in an efficient manner. This should reduce the incidents of users becoming upset because they waited in the wrong line or didn't realize they were not required to take a number for service.

The booth was built at the front entrance of the court in the attempt to require that all users stop and request information and directions if needed. Signs were installed to identify the booth as well as a sign located at the booth notifying users to request a number for City Court services. The City Court shares the building with the Justice Court and this often provides additional confusion for the user. The customers are not sure whether they require City Court or Justice Court services, as some of the functions are the same.

An information booth committee was developed that comprised of staff members from all the areas of the court. They were instructed to develop commonly asked questions and answers for use by personnel that will staff the information booth. In addition, they took the opportunity to collect different types of informational materials that could be stocked in the booth for use by the public. Such items included a list of Local Departments of Motor Vehicles, a map of the surrounding area, a list of local banks, lawyer referral brochures, and other information regarding community services offered by the City of Scottsdale.

## **CONCLUSIONS**

The goal of the project was to provide benchmarks of service that would direct the court toward improvement in the delivery of public service. These benchmarks were set through the use of customer surveys and customer interviews. The information obtained from the various surveys clearly show that our customers need direction and expect service to be completed as expeditiously as possible.

The installation of an information booth and the lobby management system are very new to this court. Data relating to its success are not currently available. It is anticipated that an improvement in customer satisfaction will be immediate.

If another municipality or agency were considering installing either an information booth or electronic lobby management system, the following recommendations are suggested:

1. Get the opinion of the public relating to the manner in which service is provided as well as the types of services offered. The use of surveys and questionnaires are extremely helpful in getting the public's viewpoints and suggestions regarding areas in need of improvements. Do not assume that you have identified customer service problems without the input of your staff and the public.

2. Allow yourself enough time to evaluate the types of additional services you might like to provide along with the manner in which they are provided.
3. Include your staff in the decisions relating to the improvements in customer service that will be modified or implemented. Including the staff in the development and implementation of the information booth has been extremely helpful. Their enthusiasm for the change has been communicated across the court and the remaining staff has been very supportive.
4. Communicate often with the vendor or vendors of any electronic or other system that might be purchased. Both parties made some assumptions during the course of this project. If we had made our assumptions known, minor problems that surfaced during this project would have been kept to a minimum.
5. Be willing to make modifications or changes to your plan as you progress through your implementation plan. Flexibility in this area is essential in making the best possible product or service available to our customers.

**NAME:****WEEK ENDING:**

PERSONS SERVED	MON.	TUES.	WED.	THURS.	FRI.
8:00- 9:00					
9:00- 10:00					
10:00- 11:00					
11:00- 12:00					
12:00- 1:00					
1:00- 2:00					
2:00- 3:00					
3:00- 4:00					
4:00- 5:00					
<b>TOTAL</b>					
<b>CIVIL</b>					
<b>CRIMINAL</b>					
<b>O/P &amp; I/H ISSUE</b>					
<b>JAIL CARDS</b>					

App. A

**WE VALUE YOUR OPINION**

Our goal is to provide the public with courteous and efficient service. We would like to know if we are succeeding or how we might do better.

Will you please take a minute to complete this customer survey? Your responses are important aids in improving our services.

**INSTRUCTIONS:** When you have completed this survey, please:

- a. Place in the lobby drop box;
- b. Hand to a member of the Court staff; or
- c. Return by mail.

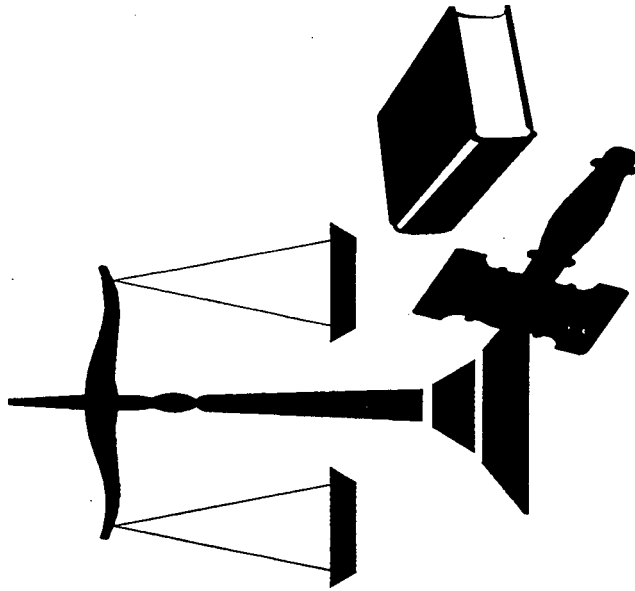
PLACE  
STAMP  
HERE

Tape or Staple to Seal for Mailing

**Scottsdale City Court**  
3700 N. 75th Street  
Scottsdale, AZ 85251

SCOTTSDALE CITY COURT  
CUSTOMER SURVEY

HOW ARE WE DOING?



What was the nature of your business today:  
(Please check all that apply)

- ☐ Front Counter:
- ☐ Cashier Window
- ☐ Photo Radar
- ☐ Record Request
- ☐ Appeal
- ☐ Order of Protection or  
Injunction Prohibiting  
Harassment
- ☐ Other: \_\_\_\_\_

- ☐ Administration
- ☐ Sentence Enforcement
- ☐ Courtroom # \_\_\_\_\_

Is this your first visit to Scottsdale City Court?  
\_\_\_\_\_



Scottsdale City Court  
Committed to Customer Excellence

PLEASE INDICATE YOUR LEVEL OF  
SATISFACTION WITH THE FOLLOWING:

1. Time it took to complete your business.
- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Exceeded                 | Met                      | Somewhat                 | Very                     |
| Expectations             | Expectations             | Dissatisfied             | Dissatisfied             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
2. Extent to which Court staff was able to answer your questions.
- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Exceeded                 | Met                      | Somewhat                 | Very                     |
| Expectations             | Expectations             | Dissatisfied             | Dissatisfied             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
3. The professionalism and courtesy of:
- a. Front Counter Staff
- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Exceeded                 | Met                      | Somewhat                 | Very                     |
| Expectations             | Expectations             | Dissatisfied             | Dissatisfied             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- b. Judge/Hearing Officer
- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Exceeded                 | Met                      | Somewhat                 | Very                     |
| Expectations             | Expectations             | Dissatisfied             | Dissatisfied             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- c. Courtroom Staff
- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Exceeded                 | Met                      | Somewhat                 | Very                     |
| Expectations             | Expectations             | Dissatisfied             | Dissatisfied             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- d. Other: \_\_\_\_\_
- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Exceeded                 | Met                      | Somewhat                 | Very                     |
| Expectations             | Expectations             | Dissatisfied             | Dissatisfied             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
4. The Overall quality of service.
- |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| Exceeded                 | Met                      | Somewhat                 | Very                     |
| Expectations             | Expectations             | Dissatisfied             | Dissatisfied             |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. Was your business with the Court as:
- ☐ Attorney ☐ Defendant
- ☐ Witness ☐ Victim
- ☐ Other \_\_\_\_\_

6. Survey date/time: \_\_\_\_\_
7. If a member of our staff was especially helpful, please let us know so that we may show our appreciation:

Name: \_\_\_\_\_

Additional Suggestions or comments to improve our service to you:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

THANK YOU FOR TAKING THE TIME  
TO PROVIDE US WITH YOUR INPUT.

APP B



Measurement tool regarding access and ease of use

Date:

Time:

### Access to the Courthouse

CIRCLE ONE

The ease of which you:

Very  
Easy

Very  
Difficult

- |    |   |   |   |   |   |   |
|----|---|---|---|---|---|---|
| 1. | Found the Courthouse?                     | 1 | 2 | 3 | 4 | 5 |
| 2. | Found the office or courtroom you Needed? | 1 | 2 | 3 | 4 | 5 |

### Finding Your Way Around

- |    |                                  |   |   |   |   |   |
|----|----------------------------------|---|---|---|---|---|
| 3. | Placement of Signs               | 1 | 2 | 3 | 4 | 5 |
| 4. | Information on Signs useful      | 1 | 2 | 3 | 4 | 5 |
| 5. | Follow signs showing where to go | 1 | 2 | 3 | 4 | 5 |

### Ease of Use

- |    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 6. | Knowing where to go when you arrived at the Courthouse?        | 1 | 2 | 3 | 4 | 5 |
| 7. | Determining whether you needed to take a number for service?   | 1 | 2 | 3 | 4 | 5 |
| 8. | Receiving information that would Answer all of your questions? | 1 | 2 | 3 | 4 | 5 |

### Background

- |     |   |          |             |
|-----|---|----------|-------------|
| 9.  | Is this your first visit to the courthouse? | Yes      | No          |
| 10. | Purpose of visit                            | Attorney | Defendant   |
|     |   | Witness  | Victim      |
|     |   | Juror    | Other _____ |

City Court

Justice Court

Time it took to complete business	Very Satisfied	24	Satisfied	26	Somewhat Dissatisfied	4	Very Dissatisfied	16
	Very Satisfied	19	Satisfied	27	Somewhat Dissatisfied	8	Very Dissatisfied	10
	Very Satisfied	27	Satisfied	29	Somewhat Dissatisfied	8	Very Dissatisfied	5
Professionalism & courtesy of Staff	Very Satisfied	7	Satisfied	9	Somewhat Dissatisfied	5	Very Dissatisfied	7
Professionalism & Courtesy of Judge	Very Satisfied	3	Satisfied	15	Somewhat Dissatisfied	3	Very Dissatisfied	5
Professionalism & courtesy of Staff	Very Satisfied	23	Satisfied	18	Somewhat Dissatisfied	8	Very Dissatisfied	14
Overall Quality of Service	Exceeded Expectations	27	Met Expectations	29	Somewhat Dissatisfied	8	Very Dissatisfied	5
Professionalism & courtesy of Staff	Exceeded Expectations	7	Met Expectations	9	Somewhat Dissatisfied	5	Very Dissatisfied	7
Professionalism & Courtesy of Judge	Exceeded Expectations	3	Met Expectations	15	Somewhat Dissatisfied	3	Very Dissatisfied	5
Professionalism & Courtesy of Courtroom	Exceeded Expectations	3	Met Expectations	15	Somewhat Dissatisfied	3	Very Dissatisfied	5

## *Customer Survey Rating*

<i>Question</i>	<i>Exceeded Expectations</i>	<i>Met Expectations</i>	<i>Somewhat Dissatisfied</i>	<i>Very Dissatisfied</i>
Time it took to complete your business	11	16	2	9
Summary for 'Question No' = 1 (38 detail records)				
Sum				
Extent to which Court staff was able to answer your				
Summary for 'Question No' = 2 (35 detail records)	10	14	5	6
Sum				
The professionalism and courtesy of front counter st				
Summary for 'Question No' = 3a (37 detail records)	13	18	3	3
Sum				
The professionalism and courtesy of judge/hearing				
Summary for 'Question No' = 3b (18 detail records)	4	5	4	5
Sum				
The professionalism and courtesy of courtroom staff				
Summary for 'Question No' = 3c (16 detail records)	2	8	3	3
Sum				
Overall quality of service				
Summary for 'Question No' = 4 (33 detail records)	12	9	5	7
Sum				
Grand Total	52	70	22	33

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## Customer Demographics

Nature of Business	Type of User	Date of Survey	Comments
Administration	Other	11/23/98	Try some ethics, integrity and honesty and even fairness. Justice was meant to be a good thing. It the corrupt people running it that makes it bad
		Summary for 'Type of User' = Other (1 detail record)	
	Summary for 'Nature of Business' = Administration (1 detail record)		
	Cashier Window		
			1/29/99
Summary for 'Type of User' = (1 detail record)			
Attorney			
		9/21/98	Your system where by one must have TV monitors to find a docket. I had to wait 10 min in line a the payment window to find out my clients trial.
	Summary for 'Type of User' = Attorney (1 detail record)		
Defendant			

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<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		8/28/98	Security guard cussing in conversation with other guard
		9/2/98	
		9/15/98	
		9/23/98	Suffice to say that my wife and I did not like the arresting officer--in fact we both thought he was arrogant and the lecturing type
		9/25/98	
		10/5/98	Faster service
		10/23/98	Stop hiring ironhead ROTC cops. Tell them.
		11/10/98	Record keepin is a mess. They couldn't find my file. But she spent the time and found it. It took over 1 hour to pay 2 fines
		12/6/98	
		12/8/98	I was is and out very quickly. Im happy with your service

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		12/11/98	employee was extremely helpful and courteous
		12/22/98	Not enough cashiers
		12/29/98	
		1/12/99	
<i>Summary for 'Type of User' = Defendant (14 detail records)</i>			
<i>Other</i>			
		1/21/99	It should not be so difficult to pay a traffic ticket. An elderly man had to rewrite paperwork for an OP because of wrong information. Scottsdale is archaic, unorganized and needs to change
<i>Summary for 'Type of User' = Other (1 detail record)</i>			
<i>Victim</i>			
		1/28/99	
		2/1/99	
<i>Summary for 'Type of User' = Victim (2 detail records)</i>			

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
<i>Summary for 'Nature of Business' = Cashier Window (19 detail records)</i>			

### **Courtroom**

*Attorney*

12/8/98 Bailiff in Ct Room 3 is always pleasant. She is efficient and does not let circumstances overwhelm her

*Summary for 'Type of User' = Attorney (1 detail record)*

*Defendant*

9/3/98 If my choices were explained to me better I could have resolved my case at the time. Cant Judges make suggestions that would behoove the def, especially when def is not extremely well versed on law

9/22/98

1/29/99 The Judge was wrong. If the time had been taken it would have supported me. It was all decided before I even showed up. I do believe that

*Summary for 'Type of User' = Defendant (3 detail records)*

*Summary for 'Nature of Business' = Courtroom (4 detail records)*

### **Front Counter**

*Attorney*

*Monday, April 05, 1999*

*Page 4 of 11*

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		8/26/98	It would be nice if at least your employees knew how to smile then maybe they wouldn't have such a hard time speaking in somewhat of a pleasant tone.
		12/3/98	
<i>Summary for 'Type of User' = Attorney (2 detail records)</i>			
<i>Defendant</i>			
		8/28/98	I found it difficult to believe that when the judge was informed of my circumstances, that she would not work with me. Is your greed for money more valuable than a human life?
		9/18/98	Could improve the service window help because the wait is about 1 hour or more, and some people can get over heated
		9/19/98	All the customers here are for the most part citizens not only of the US but AZ and Scottsdale and should be treated as such. We spend a lot of tax money to support this system and should be treated with respect.
		9/22/98	Employee was defensive, abrasive and un-professional. I feel the public deserves better more courteous and professional service than what was rendered today
		9/23/98	Very nice and accomodating. Even served me outside of the normal counter hours.
		9/30/98	If you have never been here before, there is no one to talk to. You end up standing in the wrong line or going up to a window only to find out you need a number. GET SOMEONE TO ANSWER QUESTIONS OUT HERE
		10/5/98	You need more counter people. We are busy- Why do we have to wait?



<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		10/5/98	Install a larger clock in waiting area- checking time on monitors is too confusing
		10/7/98	Employee was great
		11/6/98	
		11/12/98	No one was accomodating. I knew I lost the ticket but I tried to resolve it before I got all these extra charges.
		12/2/98	
		12/4/98	The voice system is a mess. I have tried to call 5 times and have waited on hold over 30 minutes each time. Get some new operators or staff
		12/4/98	Employee was extremely helpful and a very friendly man. I want to thank the Scottsdale Court and employee for my service.
		12/28/98	
		1/7/99	
		1/22/99	Very understanding and patient. Efficient didn't waste any time in processing. Thank you

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		1/28/99	Thank you for your help
		2/2/99	Taking a little too long with each customer at the window, why so many windows if never in use
	<i>Summary for 'Type of User' = Defendant (19 detail records)</i>		
	<i>Other</i>	1/11/99	
		1/11/99	
	<i>Summary for 'Type of User' = Other (2 detail records)</i>		
	<i>Victim</i>	10/9/98	
		1/15/99	I came to contest a parking ticket. Having to have a hearing seems like a lot of trouble to go through for a \$24 ticket. Both for me and everyone else here. I really hate to waste the time of everyone to go through this process
	<i>Summary for 'Type of User' = Victim (2 detail records)</i>		
	<i>Victim Advocate</i>		

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
---------------------------	---------------------	-----------------------	-----------------

1/20/99 Have directions to find out about court date changes. The telephone needs to actually be answered and the message updated. Each employee, because there is no info booth needs to know where to direct questions

Summary for 'Type of User' = Victim Advocate (1 detail record)

Summary for 'Nature of Business' = Front Counter (26 detail records)

## Other

Defendant

This is a miserable system to deal with. If you are short staffed-hire more people-raise taxes. Yours system is slow and obviously back-logged

Summary for 'Type of User' = Defendant (1 detail record)

Summary for 'Nature of Business' = Other (1 detail record)

## Photo Radar

Defendant

9/2/98 Photo Radar should not be allowed in any state. You have no idea what is going on inside someones car re child problem, elderly or handicapped person. I personally feel my rights were violated.

9/8/98

10/2/98 I think Photo Radar stinks! Bad Idea- should be eliminated

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		10/5/98	
		10/5/98	Prosecutor was very argumentative and generally acted like a jer. The photo was obviously not me as the judge agreed. The prosecutor should learn some lessons about courtesy and obervation
		10/5/98	She was excellent in assisting me
		10/8/98	Judge was extremely rude. I am disgusted that an officer of the court could be so careless and unjust. Clerks were laughing and talking throughout proceeding.
		11/20/98	In mid season- please set thermostat to humanly acceptable level. I don't think a penguin could survive what I encountered for 4 hours
		11/20/98	Employee is to robotic in dealing with the public at the photo radar window. Everyone else is just very helpful
		12/8/98	
		12/10/98	Today, I, as an American citizen in good standing, was raped financially and emotionally. It cost me \$122 plus one day of work. Who gets this money?
		12/17/98	Judge didn't listen, also he was not sensitive to hearing impaired individuals. Cashier Window doesn't or not able to answer questions effectively
		12/29/98	

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		1/12/99	Window closed
		1/21/99	The Judge needs to use a loudspeaker or speak up when he explains court procedures. Also as long as there are fines connected with Photo Radar, the judge or clerk should explain the point system
		9/1/98	
<i>Summary for 'Type of User' = Defendant (16 detail records)</i>			
	<i>Victim</i>	10/9/98	
		1/13/99	Get rid of the photo radar and have old fashioned "live people"
		1/22/99	Get a Life!
<i>Summary for 'Type of User' = Victim (3 detail records)</i>			
<i>Summary for 'Nature of Business' = Photo Radar (19 detail records)</i>			
SEU			
	<i>Defendant</i>		

<i>Nature of Business</i>	<i>Type of User</i>	<i>Date of Survey</i>	<i>Comments</i>
		10/7/98	She was very helpful with my case. She took the time to listen to my excuses. She then gave me a 2 week extension. It really does make a difference when you employ true and kind people.

Summary for 'Type of User' = Defendant (1 detail record)

Summary for 'Nature of Business' = SEU (1 detail record)

## Observations and Comments regarding Lobby Survey

During the course of the lobby surveys, interviewers were asked to make note of any comments users made regarding court access and use as well as to note any observations they noted while in the area. Below is a list of those comments and observations.

### STATEMENTS BY COURT USERS:

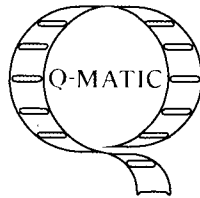
1. Had trouble finding the building from the street.
2. Was not clear that I had to take a number for service.
3. Woman did not know upon arrival, that a number was needed for service.
4. Security was great.
5. Security was great. Suggest that the number display be lowered.
6. Place ticket dispenser across from entrance.
7. Rates the bathroom the cleanest she has ever seen.
8. Security was great.
9. Thumbs up for security.
10. Small claims for landlord dispute. Advise.

11. Would like a number to call, like the City of Phoenix has.
12. Justice courts only have one window open at a time but have 4 windows there.
13. Gentleman stated that he waited at least 45 minutes on the phone to talk with someone. He also suggested more window help.

OBSERVATIONS BY INTERVIEWERS:

- \* Many users appeared confused regarding the need to take a number for service.
- \* Security was often asked questions on where to go to get assistance.
- \* Frustration regarding wait time.
- \* Confusion regarding the difference between Justice and City Court functions.
- \* Not aware that some users needed to proceed directly to the courtroom while others needed counter assistance.
- \* Lobby monitors appeared to be of assistance.





## Improved customer service pays for itself

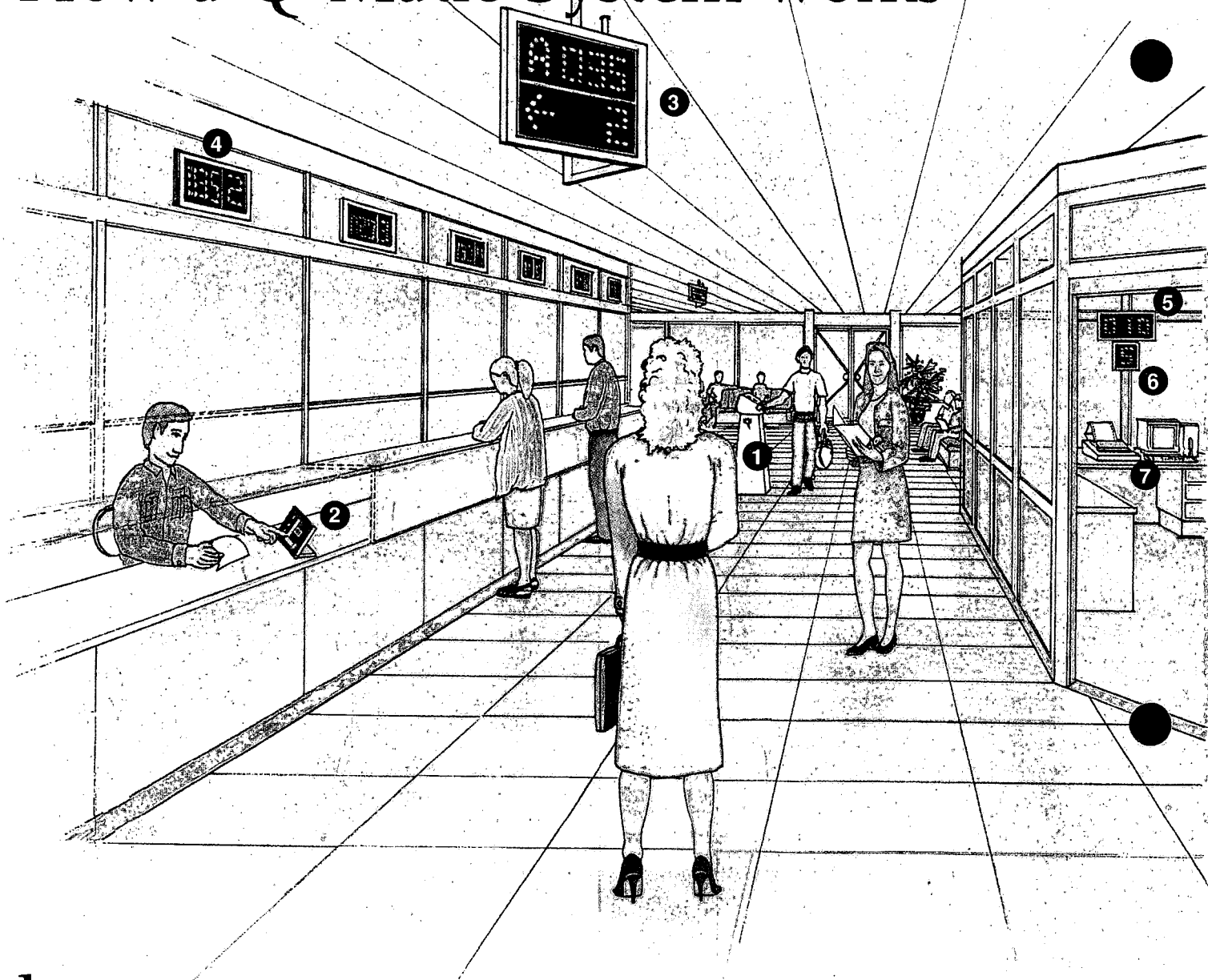
- More relaxed waiting environment
- Increased productivity and efficiency
- Shorter wait time perception
- Less stress for employees.

Thousands of installations have given us a genuine experience about how to handle waiting customers in all kinds of operations.

Our system is very flexible and can be equipped to meet many special needs for customer service and statistics gathering.

All Q-Matic System installations have proven to have very short payback times, making them a well justified investment.

# How a Q-Matic System works



## 1. Ticket printer

The customer receives a numbered ticket from a ticket printer for the specific service he or she desires. The ticket printer is strategically located near the entrance(s). Customers are served in a fair and organized manner without having to stand in line, but instead sitting comfortably in a chair. The estimated wait time can be printed on the ticket.


## 2. Counter terminal

Each service station is equipped with a counter terminal with which the next customer in line is called by pressing NEXT. The counter terminal displays the ticket number called. When the station is closed by pressing the CLOSE button, the customers are directed to other stations open for business. Other functions of the counter terminal include:

- select the category of service from which the customers should be called
- select a specific category to be served with priority
- transfer a customer ticket number to another service category or station, without having to issue a new ticket number
- transmit or receive messages from the supervisor and other stations
- show number of waiting customers.

## 3. Main display

Main displays are mounted in strategic locations, visible for all waiting customers. When a new number is called a chime sounds and the next number is displayed. A flashing arrow indicates the direction of the calling station.



## Select the right Q-Matic System for you

When considering a Q-Matic System for your operation, the following questions will guide you:

- Q How many service positions will be included?
- Q How many service categories and/or selections on the ticket printer will you offer?
- Q Do you have more than one entrance or do you need more than one ticket printer for another reason?
- Q Is there a customer category that should receive priority treatment?
- Q Do you want detailed daily statistics?
- Q Do you have an objective with regard to the waiting time for your customers? Do you want an alarm to sound when a certain wait time is exceeded?

### 4. Counter display

Above each serving station or counter, a display is mounted showing which ticket number is currently being served at that station. When a new number is called, the display will flash the number for a short period of time making it easier for the customer to find the calling station.

The fact that the customer is served alone at the counter provides a more personal and confidential service.

### 5. Information displays

An information display shows actual values of wait times, number of waiting customers or other desired information. It can be mounted so it is visible by staff or customers.

Customers, for example, can be advised of the expected wait time allowing them to run errands or other activities without losing their place in line.

The staff is informed about the actual wait times in different service categories allowing them to monitor the service level objective and ensure that it is achieved.

### 6. Alarm display

This display is mounted so it is visible by the supervisor and/or staff. It sounds an alarm and flashes when certain levels are exceeded and immediate action is required:

- the number of waiting customers or the wait time exceeds a preset value. Additional serving stations may be opened.
- the number of waiting customers or the wait time is lower than a preset value. Some serving stations may be closed and the staff can concentrate on other duties.
- a station needs assistance.
- a ticket printer is nearly out of tickets.

### 7. PC and printing

A PC and a report printer are important system components. All functions are controlled by the PC, and all statistical data is stored on the hard drive. This data can be retrieved daily or when needed for evaluation, such as weekly or monthly, or for staff scheduling. Daily reports can be printed automatically.

# Q-Matic Lobby Management System

The Q-Matic PC based system has unlimited capacity to accommodate any number of service stations and different service categories.

Your company logo as well as date, time, expected wait time or other information can be printed on the numbered ticket. Different texts can be used for different service categories.

Many different ticket texts can be stored and used when needed by simply changing a number in a text menu.

One or more service categories can be given priority at specific service stations.

All activities are stored on the PC's hard drive for later report retrieval or data evaluation on the screen. Both graphical and spreadsheet type reports can be produced.

A special interactive module will allow you to produce staff schedules according to the service level goal set for your operation. A graph will suggest how many service stations you need to have open to meet a specific wait time goal. If you make changes to the suggestions, the wait times you can expect will be displayed.

Voice systems, video monitors, touch screens, card readers and many other peripherals can be integrated with the PC based system.

The PC can be equipped with a modem to allow other PC's at regional or central offices to access the system in order to monitor actual traffic.

## Junior Take-A-Number System

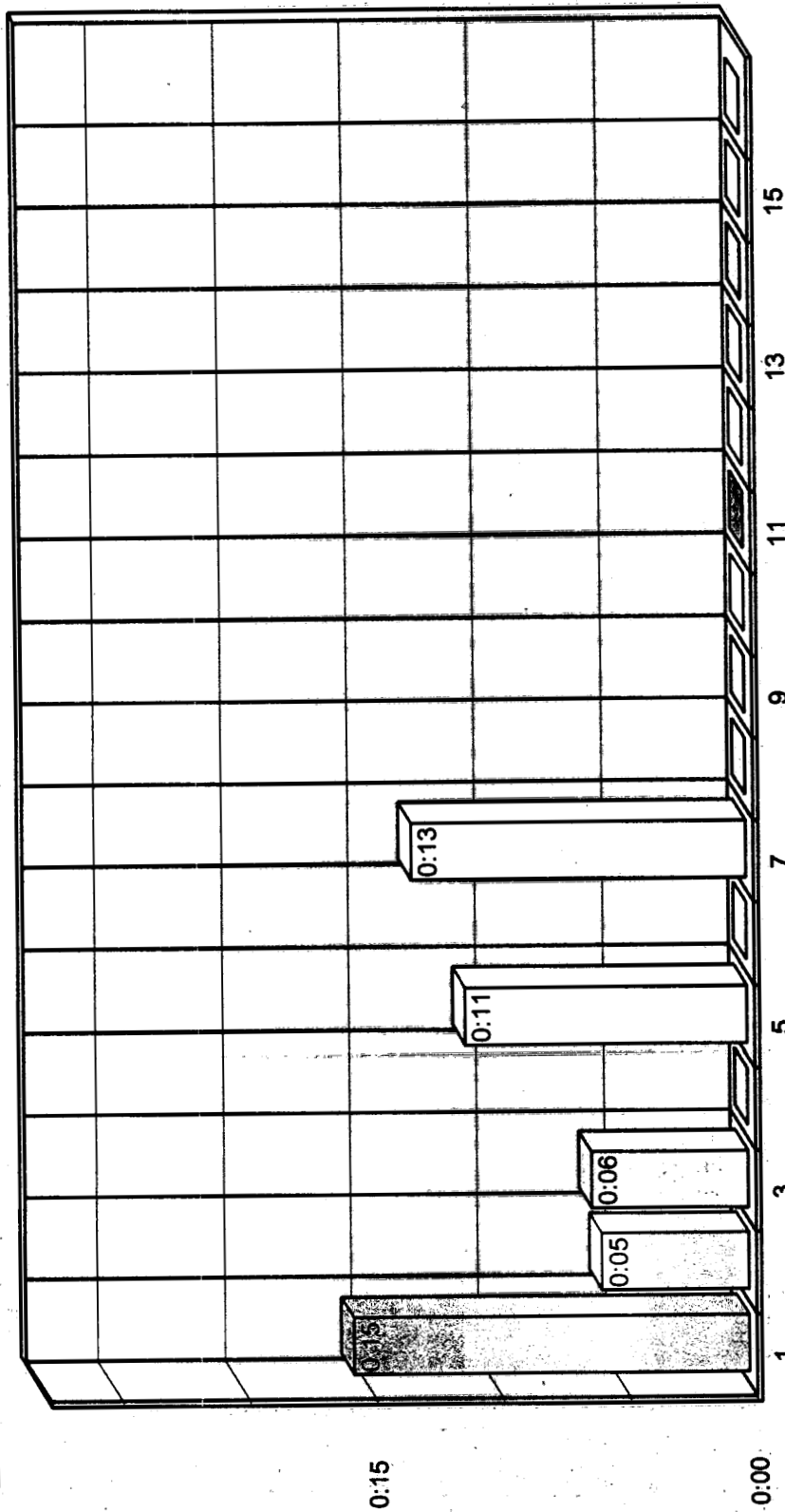
Our Junior System was designed for small to medium size installations, where continuous monitoring of the traffic is not required.

It can handle four different service categories and eight work stations.

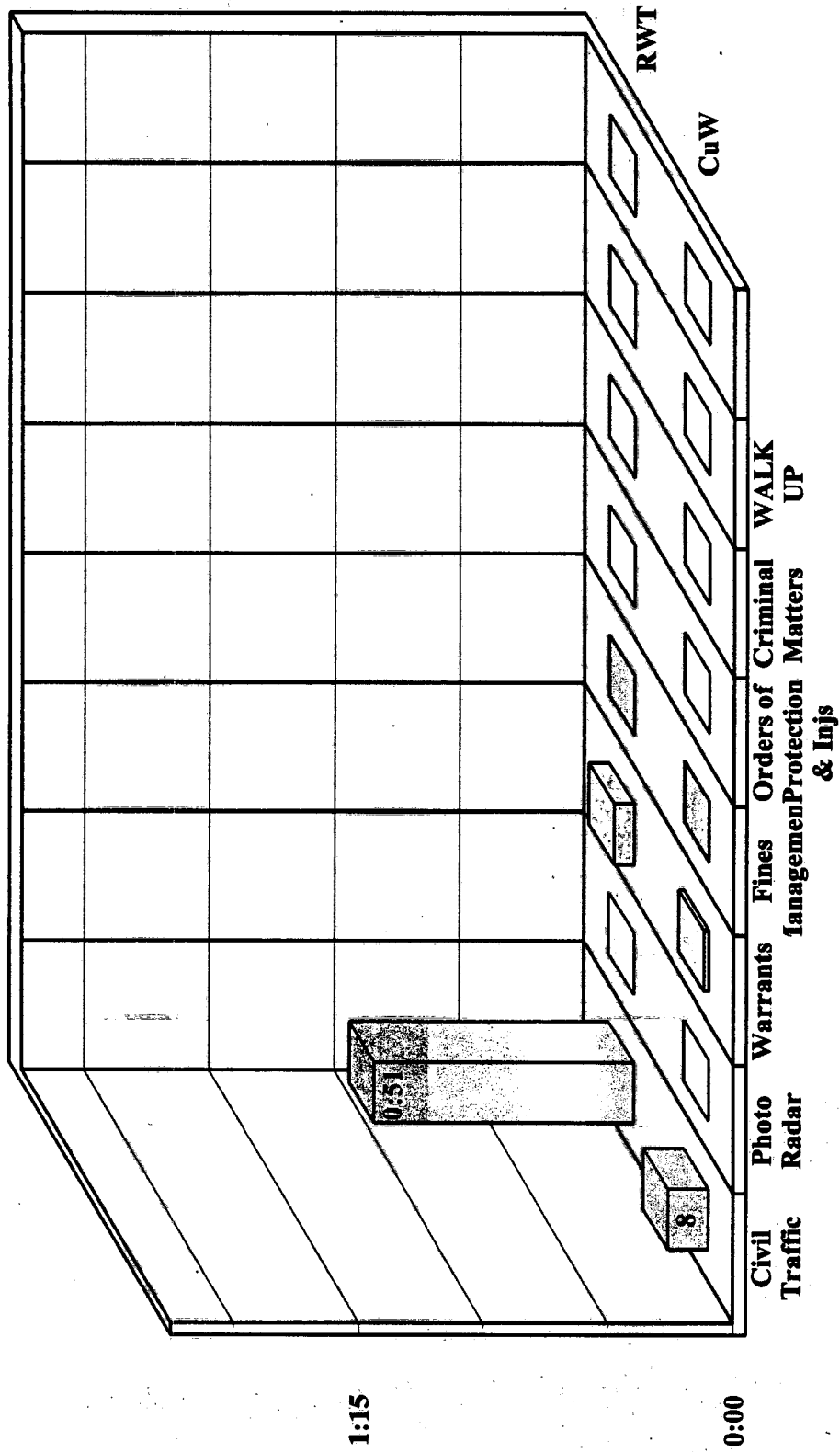
Your logo as well as time, date and estimated waiting time can be printed on the tickets.

Statistical data about the current day's traffic is printed directly on the ticket stock at the end of the day. An optional communication port is available for transfer of statistics to a PC, either directly or via modem.

# Average Serving Time at each Work Station



# No. of Customers Waiting & Real Waiting Time



# Weekly Workstation

## Branch Office

Name: **Qwin Server**  
 Street:  
 City:  
 Phone:

## Menu Settings

This Report Printed: **4/7/99**  
 at: **2:17 PM**  
 From: **8:00 AM**  
 To: **6:00 PM**  
 Period: **0:30:00**  
 Interval: **0:02:00**  
 No Shows: **0:00:20**

## Included in Statistics

Qwin Server  
 3/29/99, Monday - 4/2/99, Friday  
 All Available Ticket Buttons are selected  
 All Available Categories are selected  
 All Available Work Stations are selected  
 All Available Ticket Printers are selected  
 All Available User Login IDs are selected  
 All Available Matter Codes are selected

## Summary

Tickets Taken **1072**  
 Customers Served **1039**  
 No Shows **33**  
 No Shows % **3.08**

## Summary per Category

No. & Name of Category	No. of Cus	No Shows
1 Civil Traffic	472	14
2 Photo Radar	310	9
3 Warrants	89	6
4 Fines Management	1	2
5 Orders of Protection & Injs	29	1
6 Criminal Matters	138	1

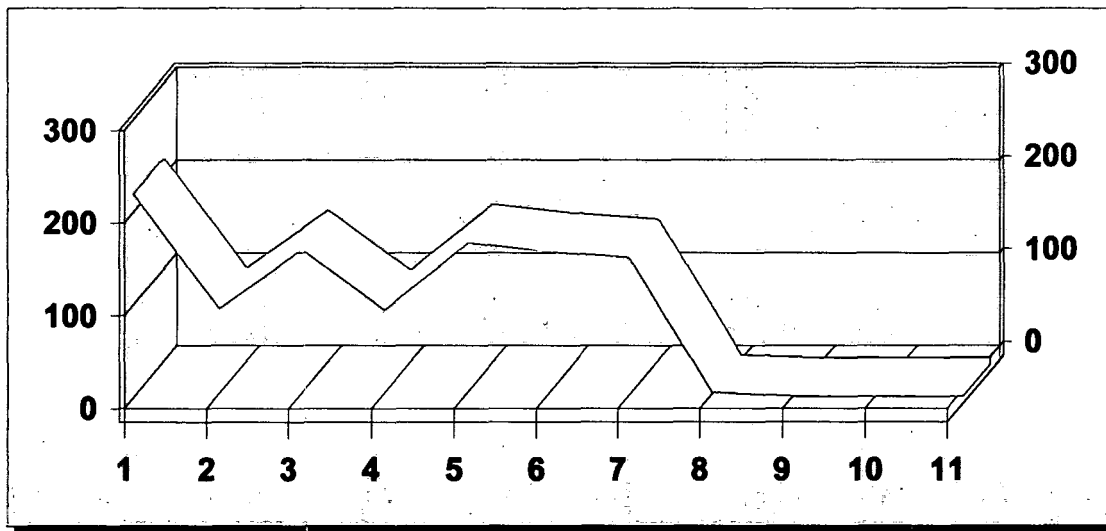
# Weekly Workstation

Week: 13,

Date	Workstation											Total
	1	2	3	4	5	6	7	8	9	10	11	

3/29/99	49	35	48		48	50	30					260
3/30/99	34	30	36	26	27	32	19					204
3/31/99	47	15	44	30	15	13	42					206
4/1/99	37	3	13	12	32	41	35					173
4/2/99	47	13	18	26	44	20	24	4				196

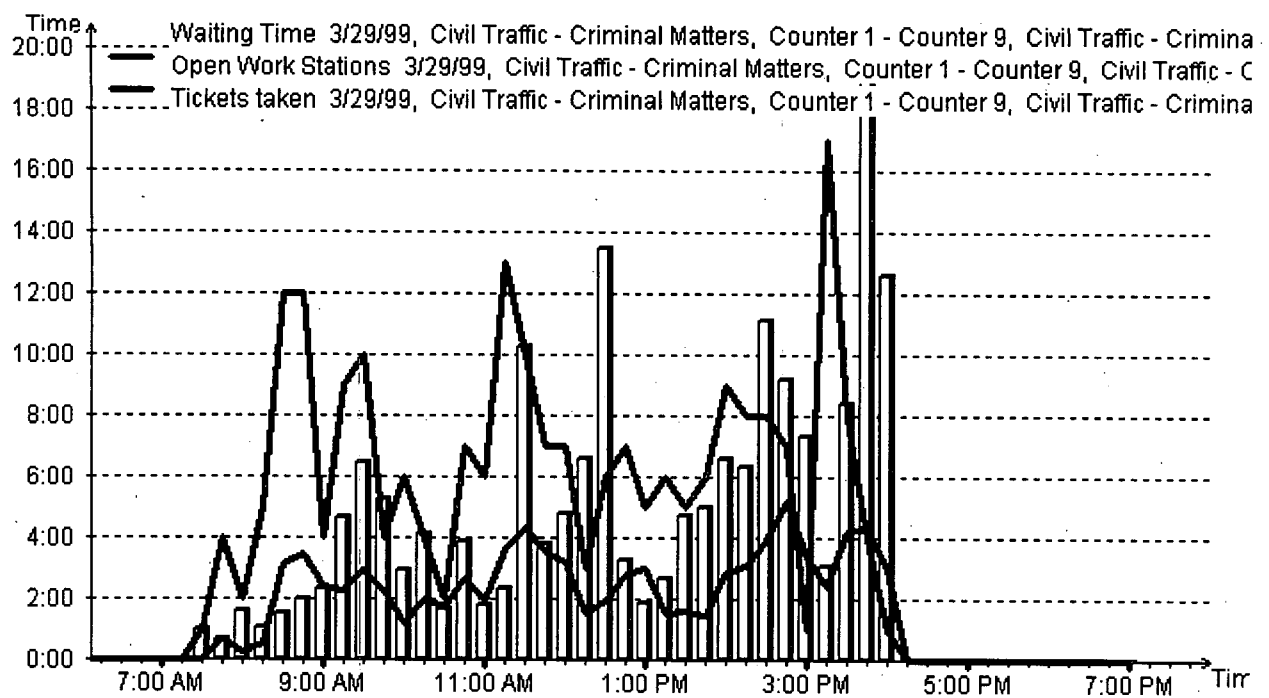
Total	214	96	159	94	166	156	150	4				1039
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# MONTHLY QUEING SYSTEM STATITICS

Customer Service Center / Number of Service Windows	Average Wait Time	3/1/99 Maximum Wait Time	3/31/99 Total Served	Average Trans. Time
Qwin Server	12:06:02 AM	1:39:42 AM	4814	0:06:16



# EXECUTIVE SUMMARY

## IMPROVING PUBLIC ACCESS AND SERVICE THROUGH THE USE OF TECHNOLOGY

By Catherine A. Nemecek, Scottsdale City Court

Like many other state courts that are guided by the Trial Court Performance Standards (TCPS), the Scottsdale City Court recognizes access to justice as an important area of performance. In early 1999, the Court conducted two surveys to measure access to its services. The first, based on the TCPS Measure 1.4.1, "Court Users' Assessment of Court Personnel's Courtesy and Responsiveness," surveyed regular users of the Court by written questionnaires. The second, based on TCPS Measure 1.2.5, "Court Facilities are Safe, Accessible and Convenient to Use," polled court users in the main waiting area of the court regarding the ease of use of the facility. The data gathered from the use of these tools, provided by the TCPS, were used in this project to evaluate how the court was currently doing regarding customer service and to help make determinations regarding needed improvements.

The results showed that approximately one-half of the individuals who returned questionnaires were "very dissatisfied" with the time in which it took to complete their business. Another area that scored low on the customer service survey was "overall quality of service." It is

believed that this rating may have been effected by the overwhelming dissatisfaction as to time of service. Court users responded favorably to the staff's ability to answer their questions as well as the professionalism and courtesy of the court staff.

The lobby interviews that were conducted showed that court users needed more direction as to how they were to obtain the type of services needed. The area in need of most improvement was "Finding Your Way Around" and "Ease of Use" of the facility. Determining whether a user had to take a number for service appeared to be a problem for most customers as well as using a dual court facility due to the fact that the City Court and Justice Court are located in the same facility.

The Court used these results to leverage two improvements; an electronic lobby management system and an information booth- and to benchmark access to its services for gauging the success of these improvements. It is the hope that the lobby management system will provide a more efficient manner in which to serve court users, therefore reducing the overall wait time. The installation of the information booth will provide guidance to court users regarding the use of the facility. These improvements will enhance this court's ability to provide better service to its customers while ensuring equal access and justice to all of its citizens.